Chief Executives Board for Coordination

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Conclusions of the High-level Committee on Management at its twenty-seventh session

(Venice, 3 and 4 April 2014)

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I. Introduction

1. The High-level Committee on Management held its twenty-seventh session at the Office of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Venice, on 3 and 4 April 2014. The meeting was chaired by the Committee's Chair, the Director General of the World Intellectual Property Organization (WIPO), Francis Gurry, and Vice-Chair, the Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS), Jan Beagle.

II. Adoption of the agenda

2. The agenda adopted by the Committee is reflected in the table of contents.

3. The complete list of participants is provided in annex I.

4. The list of documents is provided in annex II. All documents related to the session are available to members of the Committee on the website of the United Nations System Chief Executives Board for Coordination (CEB) at: www.unsceb.org.

5. The programme of work was structured following the new working methods of the Committee, that is without reports from the Networks. The staff federations were invited to attend, as observers, the discussions on all agenda items held outside the executive session, and to offer their contributions during the substantive discussions on those items. The written statements provided by the federations are annexed to the present report.

III. Briefing by the Under-Secretary-General for Safety and Security on reconciling duty of care for United Nations personnel while operating in high-risk environments

6. The Chair introduced the presentation by the Under-Secretary-General for Safety and Security by pointing out that, since the "how to stay" approach had been endorsed by CEB in 2009, a lot had happened in the world. He therefore welcomed a reflection on how the United Nations system may achieve an appropriate balance between carrying out its essential work in high-risk environments and preserving the safety and security of its staff working in those environments.

7. The Under-Secretary-General highlighted how the operating assumptions and expectations of the United Nations system were changing and the implications this had on staff. While 19 August 2003 had marked a turning point for the Organization in terms of security, it was difficult to pinpoint exactly when the United Nations system had become a direct target. Today, the United Nations was targeted almost weekly, which had an impact on its operations.

8. In 2009, further changes had occurred with the approval by CEB of the "how to stay" paradigm, entailing a risk-management approach designed to enable the United Nations system to continue to deliver vital political, development and humanitarian programmes. Today, large-scale operations were often sustained in very dangerous environments, including in active conflict zones. The imperative to forge ahead and protect human rights, as enshrined in the "Rights up front"

initiative, had recently been illustrated by the deployment, at the outset of the crisis, of human-rights workers in Ukraine. The Joint Mission of the Organization for the Prohibition of Chemical Weapons and the United Nations for the Elimination of the Chemical Weapons Programme of the Syrian Arab Republic, established in 2013, further demonstrated how United Nations personnel continued to work under very dangerous conditions.

9. The Under-Secretary-General raised the question of whether the United Nations security management system was providing executive heads, designated officials and other managers with the right tools to make the decisions they had to make, and whether the security capacity was there to provide maximum protection to staff. Organizations must consider the effects of post-traumatic stress, the need for psychological screening, the criteria to deploy and keep staff in hardship locations and the possibility to offer them options to be posted elsewhere. Aftercare for families and survivors must be considered. The expectations of staff must be managed to coincide with the change in the organization's assumptions about the need to continue operating in high-risk environments.

10. The Under-Secretary-General emphasized the high costs of security requirements to continue to remain in high-risk locations. Yet, the call for no programme without security was not fully answered.

11. The Under-Secretary-General was commended for his paper, which generated a very robust and engaging discussion. There was general agreement that five years was long enough to have a fresh look at the "how to stay" principle, especially in the context of extreme and extended emergencies. The Committee acknowledged the need for the United Nations system to examine different business models that could be applied in high-threat environments to minimize the risk to personnel. Another discussion and a new approach may also be needed about safety and security in duty stations, such as Nairobi, that were at neither extreme of the risk scale.

12. The Committee acknowledged the many initiatives taken by the United Nations system over the past three years, particularly with respect to support for family and victims. In 2010, an emergency preparedness and support team had been established by the United Nations Secretariat as an entity dedicated to supporting staff. Thereafter, a robust counselling facility, coordinated by the Critical Incident Stress Management Unit of the Department of Safety and Security, had been put into place. Further initiatives had included the deployment of a medical emergency response team, streamlining processes to settle compensation claims more efficiently, the establishment of a United Nations memorial recognition fund and support for educational assistance for surviving children. Efforts had also been made to build capacity and advocate for emergency preparedness and crisis response. The United Nations interdepartmental working group on survivor and family support was working with the Department of Safety and Security to see how they could cooperate to intervene more efficiently in time of crisis.

13. Many participants highlighted that most safety- and security-related instruments and initiatives came at a considerable cost, often hidden as overhead costs. More transparency and engagement with Member States were needed to ensure that such costs were reflected as an investment to deliver the mandates that Member States gave to the United Nations.

14. Intersecting acutely with the concerns of the Department of Safety and Security were those of the Medical Directors Working Group. A similarly robust health-care system needed to be put in place to ensure adequate medical care when things went wrong. High-risk missions should be carried out with adequate mass-casualty plans. Standards for medical care (including those applying to the medical doctors employed) needed to be integrated into safety and security standards. An in-depth reflection was needed on how the United Nations could save the lives of its staff, minimize disability and preserve the body and the psyche, including through adequate rest and recuperation cycles. Dialogue was needed about the nature of risks when personnel were operating in a war zone.

15. At present, gaps in the provision of services by the United Nations Medical Emergency Response Team were being examined to see how those could be provided more effectively, for instance by establishing partnerships with local care structures. At the moment, the Team still needed 24 to 48 hours to deploy. In the meantime, medical counsellors and the Critical Incident Stress Management Unit were examining and beginning to assess mental health issues.

16. There was general agreement that the psychological dimensions were very important and needed to be examined, including with respect to psychological screening and the ethical dilemmas that arose in the implementation of the Convention on the Rights of Persons with Disabilities.

17. It was proposed that the way the United Nations system dealt with perpetrators who committed criminal acts against its staff be looked at more closely as, at the very least, this was owed to the victims' families. The use of the rule of law needed to be exercised, even by seeking a Security Council resolution on this matter. In this respect, the Under-Secretary-General noted a recent decision by the Secretary-General calling for a roster to be established to follow up on cases and on how justice was followed through.

18. A recurring theme in the discussions was the perceived double standard in the consideration of the security of international staff and that of local and national staff, with several organizations calling for more attention to be focused on the latter. This was particularly important for largely field-based organizations where local and national staff were often more exposed and faced more risks than international staff. Leaving behind a small international presence in any high-risk duty stations would represent a possibly effective solution to providing leadership to local and national staff. It was also suggested that the use of new technologies may be one way to lower risks and that this be explored.

19. The cost of doing business was also a recurring theme in the discussions. When the shift was made to the "how to stay" paradigm, one of the principles had been to identify the risks to operations and what mitigating measures could be taken, given the residual risks and programme criticality. Mitigating measures, however, generally came at a significant cost. In this respect, one organization highlighted the need to be conscious of today's economic realities, wherein Member States were looking to the United Nations to do more with less, hence, the pressing need for some innovative approaches. The commitment of the Department of Safety and Security to carrying out a strategic review of its operations was also recalled, and it was stressed that such a review should go beyond the lens of cost-shared budgets.

20. The fragmentation of the present funding structures for security was also problematic, with some costs falling under operating costs while others were accounted for under overhead. Higher transparency and visibility, as well as common approaches to showing security-related costs, were called for, as this would lead to a better understanding by all stakeholders of the feasibility of performing in high-risk areas.

21. Some experiences with "statements of employer responsibility" were presented, as a means to outline context-specific risk appetite, including the obligations, responsibilities and the corporate risk register for any mandated activities.

22. While it was acknowledged that the "how to stay" paradigm was transformational, there were still difficulties with the determination of programme criticality. The role of the United Nations Children's Fund (UNICEF) in leading the work on programme criticality was recognized.

23. A significant proposal that emerged in the discussions was the suggestion that, perhaps, "how to stay" was no longer the right question to be asking and that consideration should be given to phasing it out and reframing the approach to "how to deliver", which would also entail a review of business models and an assessment of the impact of the move to the "how to stay" approach.

24. Staff federations welcomed the report provided by the Under-Secretary-General as well as the intervention of the Medical Directors Working Group. They highlighted that staff members were subjected to an increasing number of life-threatening attacks and called for a full endorsement of the recommendations by the Under-Secretary-General, while stressing that adequate safety and security costs should be an integral part of any programmatic budget in the relevant duty stations. Staff representatives confirmed their willingness to contribute to further discussions with the Under-Secretary-General, the Human Resources Network and the Medical Directors Working Group, with a view to identifying the best course of action to enhance staff safety and security.

25. The Committee thanked the Department of Safety and Security for the extremely thoughtful paper and for its work in support of the entire United Nations system. Appreciation was also expressed for the progress made on the human resources and medical sides.

26. There was agreement that a holistic examination of the programmatic need to stay and deliver should be conducted against the organizational imperative of duty of care for staff in high-risk environments. Noting the importance of "how to deliver", strong support was expressed to see the Committee play a role in bringing the security, human resources, financial and medical streams together on these issues.

27. The Under-Secretary-General noted the difficulty in measuring the effectiveness of security measures. However, since the "how to stay" approach had been adopted, better and more sophisticated risk-management procedures had been put in place and casualties had remained constant or declined.

28. The Chair expressed deep appreciation to the Under-Secretary-General for raising the issues outlined in the paper "Reconciling duty of care for United Nations

personnel while operating in high-risk environments", which were very timely and appropriate.

29. The Committee:

(a) Noted that the paper "Reconciling duty of care for United Nations personnel while operating in high-risk environments" raised a complex set of issues, ranging from human resources policies, funding matters, appetite for risk, use of common premises, consequences of security incidents, aftercare services for survivors and families and follow-up in terms of indictment and prosecution;

(b) Agreed to establish a working group, to be chaired by the Under-Secretary-General for Safety and Security, with a co-chair to be selected among Committee members, to undertake a comprehensive review of the issues raised in the paper "Reconciling duty of care for United Nations personnel while operating in high-risk environments", and to report to the Committee at its following session in October 2014. The working group, which should be kept reasonably small, should include one representative each from the Human Resources Network, the Finance and Budget Network and the Medical Directors Working Group, as well as one representative from two or three major field agencies, and one from a specialized agency. Representatives of the staff federations were welcome as observers;

(c) Agreed that due consideration should be given by the working group to reformulating the "how to stay" principle in terms of "how to deliver".

IV. Outcome of the operational activities segment of the Economic and Social Council

30. The Chief of the Development Cooperation Policy Branch of the Department of Economic and Social Affairs, Zina Mounla, briefed the Committee on the outcome of the operational activities segment of the Economic and Social Council, held from 24 to 26 February 2014. The presentation was given by teleconference.

31. The operational activities segment had focused on three areas. First, under the issue of the "changing development landscape", participants had discussed the likely implications of a post-2015 agenda focused on sustainable development through the United Nations operational activities for development and the changes required at different levels of the organization for it to continue to remain a major actor in international development cooperation.

32. The second item, on "looking to the future: current and emerging strategic priorities", had focused on three main issues:

(a) How the United Nations development system could remain "fit for purpose";

(b) A review of progress with one of the annual themes of the 2014 substantive session of the Economic and Social Council, namely "Addressing ongoing and emerging challenges for meeting the Millennium Development Goals in 2015 and for sustaining development gains in the future";

(c) Progress by the funds and programmes in the implementation of General Assembly resolution 67/226 entitled "Quadrennial comprehensive policy review of operational activities for development of the United Nations system", with

particular focus on system-wide coherence and delivering as one. The panellists, the executive heads of the funds and programmes, had discussed organization-specific strategies on the topic but had also emphasized the importance of continued system-wide collaboration to achieve efficiency in the United Nations system. They had noted that work was progressing well towards implementation of the policy review. In particular, the Administrator of the United Nations Development Programme (UNDP), Helen Clark, had referred to the Committee's strategic plan as a tool to implement the mandates related to the quadrennial comprehensive policy review.

33. Under the third item, "the United Nations system working as one", a briefing had been provided on the standard operating procedures for delivering as one and field-level experiences. The aim of the discussion had been to look at how to move from "planning as one" to "delivering as one". A resident coordinator and a UNICEF representative had briefed the Economic and Social Council on their experiences, providing continued evidence of the benefits of the "delivering-as-one" approach. In relation to the Committee, the Resident Coordinator of Ethiopia had spoken about the benefits of the business operations strategy to achieve efficiency gains.

34. The second part of the discussion at the operational activities segment had focused on how to improve the effectiveness, efficiency and results of the United Nations in countries in transition from relief to development. It had been noted that, in those countries, it was particularly important for the United Nations system to operate as one with a high degree of coherence, effectiveness and efficiency, so that opportunities for synergy among the different parts of the organization may be exploited effectively. Participants had also looked at the roles of the resident coordinator and of the humanitarian coordinator.

35. Further to the operational activities segment, Member States were still negotiating the text of the Economic and Social Council resolution, which would contain a section on business operations.

36. Ms. Mounla stated that the Member States saw significant common ground for defining issues ahead of the discussion on fitness for purpose in CEB. They had also highlighted the dramatic changes in the development landscape and how this required that all actors (the United Nations system, donors and programme countries) be "fit for purpose".

37. During the general debate, it had also been noted that the standard operating procedures provided flexibility and were an effective tool to enhance coherence and create value added in the United Nations system. Furthermore, an effective resident coordinator system needed to ensure the participation of specialized agencies, and the need for these agencies to implement the quadrennial comprehensive policy review had been emphasized. The system also needed to look at effective modalities to raise resources and create new partnerships, within the framework of their mandates.

38. Ms. Mounla informed the Committee that the overall session had been considered a success. The four objectives of the operational activities segment, namely presenting the policy review report, bringing in a field perspective on coherence and effectiveness in reference to "delivering as one" and the transition countries, repositioning the Economic and Social Council operational activities

segment with strengthened substance and vitality, and engaging with the specialized agencies, had all been fully covered. Furthermore, there had been a generally positive atmosphere at the Council.

39. The Committee took note with appreciation of the briefing by the Department of Economic and Social Affairs and reaffirmed its commitment to respond to the mandates related to the quadrennial comprehensive policy review, as agreed in the decision taken at its twenty-sixth session.

V. Contribution of the High-level Committee on Management to the post-2015 fitness-for-purpose strategy of the United Nations System Chief Executives Board for Coordination

40. At its retreat session in the third quarter of 2013, CEB agreed that the leadership of the United Nations system faced two distinct challenges in providing support to Member States in preparing and, eventually, implementing the post-2015 development agenda. First, the United Nations system needed to achieve clarity and a common understanding of key principles that would inform and guide the decisions of Member States. Second, it needed to ensure that the entities of the United Nations system, individually and collectively, were fit for the purpose of implementing the post-2015 development agenda.

41. The Board recommended that its high-level subsidiary bodies pursue the following steps as a joint contribution to the Board's first regular session of 2014:

(a) The High-level Committee on Programmes should elaborate a set of options on how the United Nations system could best support Member States as the international community strove to transition to a new, universal development agenda centred on sustainable development;

(b) The United Nations Development Group should develop a set of options at the global, regional and country levels on how the United Nations system could best support Member States in implementing sustainable development at the country level;

(c) At a later stage, once Member States had expressed themselves on this topic, the High-level Committee on Management would also be asked to contribute to this debate.

42. In her opening remarks, the Vice-Chair informed the Committee that the High-level Committee on Programmes and the United Nations Development Group had met to discuss this issue, as mandated by the Board. It had been agreed that, even though the Board may have envisaged a sequential order in asking the High-level Committee on Management to contribute to the discussion on fitness for purpose at a later stage, the strategic repositioning of the organizations from the management and operational perspectives needed to be pursued concurrently, to avoid risking a disconnection between goals and means. Accordingly, it would be more effective to develop an approach that encompassed all three pillars of the Board.

43. A draft joint chapeau to the post-2015 fitness-for-purpose strategy of the Board (HLCM/2014/CRP/1) was before the Committee for consideration. The Vice-Chair explained that, once finalized, it would be submitted to the Board's first regular session of 2014, at which time the contributions from the Committee and the United

Nations Development Group would also be considered. The Committee would subsequently prepare its input on fitness for purpose for the Board's second regular session of 2014.

44. The Vice-Chair observed that the Committee's strategic plan for 2013-2016 provided a strong basis for the Committee's contribution. She also noted that, in the Committee's discussions during the session, links had been made between a number of items on the agenda and the fitness-for-purpose exercise, including staff safety and security, the review of the United Nations compensation package and joint service centres.

45. With respect to the text of the draft joint chapeau, the Vice-Chair proposed introducing a separate paragraph describing the Committee's expected contribution to the Board's consideration of the matter. She invited members to provide written comments on the draft language that was relevant to the High-level Committee on Management.

46. In the discussion that followed, the Secretary of the Board emphasized the importance of the Committee's contribution to the discussion on fitness for purpose, as management and administration were vital to supporting policy and programme work. The Committee also recognized the need for the United Nations system to be fit to implement the broader United Nations Charter, and not only the post-2015 development agenda that was being promulgated by Member States.

47. One agency suggested that the Committee's input to the fit-for-purpose exercise provided an opportunity to address how agencies, funds and programmes would implement the approach called for in General Assembly resolution 67/226, paragraph 155, on the provision of common support services to agencies operating at the country level, including through the development of a template for common planning at the country level for the provision of such services.

48. The Committee:

(a) Agreed to review and provide written comments on the draft joint chapeau to the CEB post-2015 fitness-for-purpose strategy, ahead of the Board's first regular session of 2014;

(b) Requested the Board's secretariat to prepare and circulate for comment a draft outline, drawing on the Committee's strategic plan for 2013-2016, of the Committee's contribution to the discussion on fitness for purpose to be held at the Board's second regular session of 2014, and to subsequently prepare a draft paper, following consultation of all Committee members, for endorsement by the Committee at its twenty-eighth session.

VI. Outcome of the seventy-eighth session of the International Civil Service Commission — progress on the review of the United Nations compensation package

49. The Vice-Chair opened the discussion by recalling that the Committee's strategic plan for 2013-2016 was aimed at making the United Nations system organizations more adaptive and agile in delivering their programmatic mandates. This should be seen as a key consideration for the ongoing review of the United

Nations compensation package, which was highlighted as one of the priority areas in the strategic plan.

50. The Vice-Chair informed the Committee that the statement prepared by the Committee at its twenty-sixth session had been fully endorsed and subsequently adopted by the executive heads of the Board. She also highlighted that the Secretary-General had drawn the attention of the commissioners of the International Civil Service Commission (ICSC) to that statement and to the collective needs of United Nations system organizations when addressing the Commission at its seventy-eighth session in March 2014 in New York.

51. The Committee was presented with a brief overview of progress with the review from the organizations' perspective, provided by the Committee's Vice-Chair and the Co-Chairs of the Human Resources Network. These informed the Committee that the ICSC Chair and Vice-Chair had held consultations with several executive heads or other senior managers in the third quarter of 2013. The views of staff had been sought through a global staff survey conducted between September and November 2013. The Human Resources Network had been very active in this review, by discussing organizational needs and positions in two dedicated retreats, active involvement in the three Commission's working groups, and the gathering and analysis of internal and external data and information. This work had resulted in a common-issues document of the Human Resources Network that had been presented to the Commission at its latest session. The document had been shared and discussed with the Committee's strategic group at its meeting of 31 March and presented at the Committee's meeting, where it had been well received.

52. The Committee Vice-Chair welcomed the Vice-Chair of the Commission and invited him to give an update on progress with the review, from the point of view of the Commission. He confirmed that the presentation on common issues had been well received by ICSC, and that the views presented were largely in line with the current thinking in the Commission. Referring to a recent update given by ICSC to the Fifth Committee of the General Assembly, he confirmed that the Commission would analyse areas such as the base-pay structure (grades and steps), a cost-neutral redefinition of the base-floor level, the possibility to merge the two salary scales into one, alternative approaches to staff assessment and tax equalization, post adjustment, rental subsidy and other benefits, such as education grant, mobility and hardship entitlements, the rationale and scope of which would be reviewed. He also confirmed the importance that the Commission attached to an adequate level of field-based entitlements, the introduction of performance-based pay elements and the need for degrees of flexibility expressed by the organizations. He welcomed further detailed proposals by the organizations on all these items in the further course of the review. He also drew the attention of the Committee to other aspects of the current work of the Commission and to relevant Assembly resolutions, including the request to freeze all benefits and allowances until the review results had been submitted to the Assembly in the third quarter of 2015, the implementation of a margin-management procedure resulting in an effective freeze of the New York post-adjustment index and the continuing discussions on the mandatory age of separation for existing staff and on the share of health-insurance premiums between organizations and staff members.

53. During the subsequent discussion, many organizations stressed the need for a future common system which, while cohesive at its core, would provide more

flexibility to cater for individual mandates, structures and operating models. Several specialized agencies stressed the importance of enhancing attractiveness for technical experts and specialists. Some organizations with strong field presence highlighted again that the change in rest-and-recuperation provisions had led to a significant and undesired decrease in the uptake of this entitlement. They also called for a review of the current classification of family/non-family duty stations in order to reflect more accurately the suitability of duty stations to expatriate family life. Many organizations welcomed the suggestion by the Commission to review the current use of National Professional Officers.

54. Many organizations affirmed the desirability to implement performance-based pay elements in a flexible and adaptive way. They also stressed the importance of a reduction in the administrative burden they bore and the need for better cost predictability in budgeting processes. They confirmed that the present salary scale had become too compressed during the last decades and called for its review. It was seen as an important challenge and task to devise a system that could cater to both field-based organizations and headquarters-based specialized agencies alike. Furthermore, the Committee stressed that evidence-driven discussions based on sound financial modelling would be needed in order to ensure an adequate review.

55. Staff federations welcomed the review and confirmed their willingness to collaborate in the working groups and with the organizations in general. They expressed some concern that the review might focus predominantly on cost containment as well as their interest in being informed of the outcome of the current pilots in order to draw lessons for the planned introduction of performance-based pay elements. Some interventions pertained to the interdependencies between the compensation package, the contractual framework and workforce planning.

56. Several organizations stressed the need for enhanced coordination among the organizations and for planned active communication among organizations, staff and Member States. The suggestion to prepare at a later stage an additional, more detailed Committee statement on the compensation review was welcomed, as was the continued regular guidance of the Committee's strategic group to the Human Resources Network.

57. The Committee:

(a) Took note of the update on progress with the review of the United Nations compensation package provided by the Human Resources Network;

(b) Confirmed its full support for and commitment to an active engagement and collaboration with the International Civil Service Commission in this exercise;

(c) Reiterated that the future compensation package must adhere to the key principles reflected in the CEB statement on the compensation review by the Commission;

(d) Reiterated its request that discussions and subsequent recommendations must be objective and based on relevant facts, data and evidence.

VII. Information-sharing session on global service centres

58. Presentations were made on the experience to date of organizations that had already established global service centres. The presenters were the Department of

Field Support of the United Nations, the World Health Organization (WHO), the Office of the United Nations High Commissioner for Refugees (UNHCR) and the Food and Agriculture Organization of the United Nations (FAO).

59. The Under-Secretary-General for Field Support presented her Department's field support service delivery model. Overall, she noted the significant potential benefits of this delivery model. However, she stressed that the effort to manage change had been significant and that the importance of change management could not be underestimated.

60. The general aim had been to improve services and to change the legacy of every mission operating as a free-standing entity with its own information technology, finance and human resources. It had been necessary to look at field support as a global enterprise and at ways to standardize processes.

61. The structure that had been set up had global service centres in Brindisi, Italy, and Valencia, Spain, that focused on information technology and engineering. A shared service centre had also been set up in Entebbe, Uganda, to carry out general operations and transactional services. The creation of that centre had enabled the Organization to capitalize on economies of scale. The Entebbe centre had improved reporting, processing of contracts, payments and all issues related to education grant processing. A key for success in this endeavour had been to develop solid performance indicators so that the clients, the missions, knew what to expect and could track the quality of services.

62. The benefits included having a leaner and flatter organization with standardized processes. Specialization could be developed and the dissemination of best practices had been made easier. The costs were significantly lower than having a large staff in hardship duty stations. The fact that there was no need for rest and recuperation had led to "more days at the desk". Also, staff health services and security had been significantly better in less difficult duty stations. On the whole, the Department of Field Support reported a 15 per cent saving in staff numbers for every consolidated mission. The overall financial benefit had been estimated at $18 million over two years. It should be noted that the establishment of common centres was made easier with the implementation of an enterprise resource planning system.

63. The greatest challenge had been deep-rooted cultures and resistance to change, highlighting the importance of change management. The re-engineering had been difficult but was now more or less in place. Furthermore, every mission had different requirements, which made performance indicators all the more important.

64. The Under-Secretary-General indicated that it might be possible for the new model to support other organizations. It would be challenging and would come with very large transaction costs, but the Department would be willing to move in that direction.

65. The other presenters largely echoed the experiences of the Department of Field Support. WHO stated that its development of a global service centre had coincided with the introduction of an enterprise resource planning system. Doing the two concurrently was a great advantage. Their centre in Kuala Lumpur served approximately 7,000 staff and provided some support to other entities, such as UNAIDS. The Organization noted that the key condition for extension of the centre to others was that they use its legal framework.

66. The challenges in setting up the Kuala Lumpur centre had been similar to those experienced by the Department of Field Support. There had been significant reluctance among staff to make the change but this had now been overcome. The transition process had also been challenging. However, in going through the process, it had been recognized that it made more sense not just to focus on transaction processes but also to include control functions at the centre. This had allowed the organization to strengthen controls, compliance and data quality. This was an important lesson for other organizations going in that direction.

67. UNHCR had established two centres. The larger one was in Budapest and had been established in conjunction with a broader organizational change management reform that aimed to reduce the presence at Geneva and headquarters in order to move closer to the field. This centre focused on transactional processes such as human resources, accounting, budgeting, supplies and logistics, but also had a learning facility. A second centre dedicated to information technology services had also been set up in Amman.

68. UNHCR reported the same challenges as the Department of Field Support and WHO. There had been significant resistance to change in the organization, which had even included legal challenges to the move. The process had had a significant impact on staff: 129 positions had been cut in Geneva and this had led, among other things, to the loss of residence permits for many staff who were not Swiss. Such an impact needed to be kept in mind when moving to a global centre.

69. The governance structure of the UNHCR centre had retained the director of each unit at headquarters. The centre was run by a director at the D-1 level who ensured its smooth operation; however, substantive decision-making remained in Geneva.

70. The location of the centre had provided an opportunity to tap into a very strong pool of young potential employees and finding qualified staff had not been difficult. In addition, the Government of Hungary had provided 10 years of rent-free premises to UNHCR.

71. In terms of expansion, UNHCR would welcome a more detailed analysis of the different options. The preliminary view, however, was that some services lent themselves better to common service centres than others, for instance transactional functions. There were some complex issues that would need to be investigated, such as enterprise resource planning systems and financial rules and regulations. Finally, the basic condition for any expansion would be that the quality of services provided to UNHCR should not diminish.

72. FAO presented similar views but added another caveat. The Organization still had regional centres in Bangkok and Santiago because its governing body did not allow full centralization in Budapest. It also noted a concern that, at some point, Budapest might become too expensive because of salary and cost developments. Thus, there might come a time when another move had to be envisaged. This needed to be kept in mind when looking at global service centres. FAO currently had the decision-making power at the global service centre but was looking at the model used by UNHCR.

73. The Committee was also briefed on the pilot joint operations facility being established in Brazil. The Vice-Chair had co-led a joint mission to Brasilia of the High-level Committee on Management and United Nations Development Group to

facilitate the establishment of the facility, which was envisaged to serve eight participating organizations, with four more considering joining. UNESCO had participated in the mission to lend support, as one of the largest partners in the facility. The establishment of the facility would also represent an important step forward in response to the mandates related to the quadrennial comprehensive policy review. However, there were still many operational details to address, including the modalities to cover infrastructure costs and to charge for services. As with the 2010 joint mission of the High-level Committee on Management and United Nations Development Group on identifying bottlenecks to collaboration in operations, this mission had also found that most of the work that organizations needed to carry out jointly could be done within existing regulatory frameworks. The lesson from the experiences with the global service centres also applied to the Brazilian facility, namely that you could never communicate too much with staff and Government when it came to changes of this importance. The mission report was being finalized and would be shared with the Committee shortly.

74. The International Organization for Migration informed the Committee of its experience with its global service centres in Manila and Panama City. The establishment of the centres had been very positive. It had led to significant savings and it had not been difficult to find local qualified staff in either location. However, one challenge had been that, despite the nature of the work of the local staff of the centres providing global administrative services to the organization, they had limited or very specific involvement in the overall activities of the organization around the world, resulting in limited knowledge and ownership of the work, mandate and principles of the organization. The importance of access to qualified staff with the necessary technical and linguistic skills was subsequently emphasized by other Committee members as well.

75. In the ensuing discussions, a number of organizations expressed their gratitude to the presenters and noted that there were a number of lessons to be learned. One was that standardizing transaction processes across the organization was key. In the case of the Department of Field Support, for example, each mission used to act independently and the different approaches to finance and recruitment had all needed to be standardized before they were brought into a shared service.

76. Concern was raised about letting the political agenda drive the process of redesigning service delivery models. The condition for success was a sound cost-benefit analysis and subsequent implementation drawing on the lessons learned from those that had done it already. The Committee also agreed that it was important to look at global mega-trends in the area of service provision and to learn from them. Such trends could include looking at a multilayered approach and work streams rather than individual specialities. It was also important to consider the provision of different functions by staff, given that some transactions were seasonal, such as the processing of education grants. The link to the feasibility study for the interoperability of enterprise resource planning systems was made and it was recognized that input from multinational corporations addressing that issue, or a review of how they did it, would be of great value.

77. Some organizations noted that existing cooperation with larger organizations that provided services should continue with an aim towards centralized service centres. However, experience gained from the presenters should be reviewed carefully as a basis for moving forward. The Committee also emphasized the

importance of looking beyond global centres and of assessing the pros and cons of regional ones, given the concerns about time difference and distance. In view of the experience in Brazil, the issue of local service centres should also be looked at in relation to global and regional ones.

78. Key actions from governing bodies that would simplify the process of moving towards shared services came out during the discussion. The following principles would greatly enhance the ability of the system to move in that direction:

(a) A staff member of any entity of the United Nations system should have the authority to exercise his or her functions on behalf of the whole system;

(b) United Nations funds should be internally audited only once;

(c) Any United Nations business process should be respected as a valid process by other organizations. In this context, the importance of learning from the business operations strategy pilots and the experience in Brasilia for addressing such structural issues was emphasized.

79. The Committee:

(a) Took note with appreciation of the experiences and lessons learned from the establishment of global service centres by entities of the United Nations system, which could serve as a reference for ongoing and future investments in this area by other organizations;

(b) Noted that there may be four possible models of consolidated service provision and utilization that merited consideration:

(i) Individual organizations consolidating their own back-office operations in one or more global or regional locations;

(ii) Sharing services, which one or more service centres could provide to several organizations on a cost-recovery basis or other service agreement;

(iii) Establishing cost-shared common centres clustered around organizations with similar business models;

(iv) Outsourcing services to United Nations service providers or external entities;

(c) Committed itself to completing an analysis of options for cost-effective service delivery, to be informed by experiences of organizations to date and by global trends in the area of provision of support services;

(d) Requested the Networks of the High-level Committee on Management to identify services where harmonization of procedures and work processes could be standardized, leading to efficiency gains if carried out together, and the harmonization (where necessary and feasible) of rules, regulations and policies to make this happen;

(e) Requested that such assessment be also informed by the outcome of the business-operations-strategy pilots, the studies and analyses already conducted by organizations that had established global service centres and the results of the enterprise resource planning interoperability study mandated under General Assembly resolution 67/226;

(f) Reaffirmed its support to the establishment of a pilot joint operations facility in Brasilia structured along the model offered by the business operations strategy and looked forward to a comprehensive cost-benefit assessment of the outcome of the business operations strategy pilots.

VIII. Innovative financial instruments and mechanisms for international organizations

80. The draft chapeau to the CEB discussion on fitness for purpose highlighted the need for the United Nations system to deploy its normative and operational mandates through robust partnerships, which included leadership from local and national actors, civil society, the private and public sectors and a broader range of transnational and regional actors, funding partners and stakeholders. The Committee's contribution to the discussion on fitness for purpose would have to take into consideration, among other elements, emerging funding and partnership models.

81. Setting the scene for the Committee's discussion on this subject, the Chair recalled that, at present, public sector financing was diminishing while demands on the international public sector were increasing. In parallel, a significant number of new actors had begun operating in the space occupied by the United Nations system. As a number of United Nations entities and international organizations were already successfully employing innovative financial instruments and mechanisms, the Committee was to hear presentations from five organizations about their experiences to date and their plans to develop these experiences further.

82. The Financing for Development Office of the Department of Economic and Social Affairs provided some background on innovative financing for development, including an overview of its various context-dependent definitions and history in the intergovernmental context since its first use in 2000. The presentation depicted the complex landscape of innovative finance, categorizing the mechanisms in three groups:

(a) Innovative sources of development finance;

(b) Innovative intermediation mechanisms;

(c) Innovative distribution mechanisms.

83. It was stressed that most existing mechanisms were not designed to generate new or additional resources; indeed, funds raised were currently very small compared with the total value of official development assistance. Potential "new" sources of innovative financing — which could have significant impact if Governments would demonstrate the political will to implement them and channel the revenue to development — included internationally coordinated taxes, such as a financial transaction tax, currency transaction tax, carbon tax, airline transportation tax or tax on billionaires, and the International Monetary Fund special drawing rights for development. Innovations in intermediate mechanisms were those that:

(a) Leveraged resources by better managing or pooling risks, such as advance market commitments or the Caribbean Catastrophe Risk Insurance Facility;

(b) Better matched cash flows with needs through securitization, such as the International Finance Facility for Immunization, or debt swaps;

(c) Leveraged citizen and philanthropic resources, such as the mechanism for Reducing Emissions from Deforestation and Degradation in Developing Countries.

Innovative disbursement mechanisms pooled public and private funds. To date, they had proven most successful when tied to specific purposes, most notably in health, for instance the Global Fund to Fight AIDS, Tuberculosis and Malaria, and climate finance, for instance the climate funds.

84. The Department of Economic and Social Affairs saw a critical role for innovative development finance in financing sustainable development in the post-2015 era. In particular, global sources of finance could provide a means to protect global public goods. Innovations in the private sector and at the national level were important complements to innovative financing and provided models that could be replicated by or adapted to the public sector.

85. The Global Fund to Fight AIDS, Tuberculosis and Malaria introduced the key features and implementation of its new funding model, formulated on the basis of experience gained in its 10 years of operation in over 140 countries. The new model differed from the previous one in a number of ways, including: more active portfolio management to optimize impact; timelines largely defined by each country; engagement by Global Fund country teams in country dialogue and concept note development; high predictability of recipient countries in terms of timing, success rates and allocation amounts; and disbursement-ready grants with a differentiated approach to better meet the countries' needs.

86. The model was built around six critical elements: predictable funding, flexible timing, longer grant life, early feedback, incentive funding and easier grant-making. The new approach placed more emphasis on alignment to country processes and provided incentives for the development of robust, costed and prioritized disease-specific national strategic plans and national health strategies. The presenter elaborated on the Fund's eligibility requirements.

87. The representative of the Global Fund indicated that both "indicative funding" (providing for the prioritized expression of needs) and "incentive funding" (a special reserve available on a competitive basis) were available within four country bands based on income level and disease burden. Total resources for allocation from the Global Fund were now 20 per cent higher than in the past, and more than $1 billion was available for incentive funding and new regional grants. This translated into most countries receiving more funds, with sub-Saharan Africa benefiting by approximately 30 per cent more. It was explained that, based on the core principles of sustainability, additionality and country ownership, the Global Fund imposed a mandatory minimum requirement of counterpart financing and provided incentives for "willingness-to-pay" commitment from recipient Governments.

88. The new funding model cycle and the role of multi-stakeholder partners were both elaborated in the presentation. The opportunity for the United Nations organizations to collaborate in implementing grants was also highlighted.

89. WHO presented outcomes to date on its financing dialogue. In the aftermath of the 2008 financial crisis and with only 25 per cent of its budget funded by assessed contributions, the Organization had faced a significant challenge to meet its budget requirements. Its voluntary contributions were earmarked, varied in predictability and did not fully cover administration and management costs. In an effort to address these realities in partnership with Member States, the financing dialogue had been launched in June 2013 to facilitate the funding of the WHO 2014-2015 programme budget. The dialogue aimed to ensure a match between results and deliverables (as agreed in the approved programme budget) and the resources available to finance them, with the ultimate objective of enhancing the quality and effectiveness of the Organization's work. It was one part of a three-phase approach to financing, namely: approval by the World Health Assembly of the programme budget (phase 1); financing dialogue, which included bilateral discussions with major contributors and two meetings (phase 2); and coordinated and targeted organization-wide resource mobilization throughout the biennium to fund remaining programme budget shortfalls (phase 3). The dialogue was underpinned by the Organization's new programme budget web portal, a tool to help stakeholders better understand the WHO programme, budget and financing, thereby increasing transparency.

90. WHO reported that, as a result of this reform effort, predictability of financing had improved, with 70 per cent of the 2014-2015 programme budget funded by 31 December 2013. There had also been some indication that several contributors were taking steps to increase the flexibility of their funding. The challenge remained to fully align resources with the programme budget results and deliverables. It was also observed that reducing vulnerability of financing would take time.

91. The Committee was also informed that WHO had adopted a new approach to financing administration and management costs, whereby infrastructure costs and administrative support would be budgeted within technical programmes, while activities related to stewardship and governance would be budgeted separately and financed through assessed contributions.

92. Future planned actions related to the financing dialogue included coordinating resource mobilization against remaining programme budget shortfalls, building full cost recovery into all proposals, presenting the financing dialogue evaluation to the World Health Assembly in May 2014, and strengthening reporting on programme delivery and results.

93. The World Food Programme (WFP) briefed the Committee on its primary innovative financing tools. As a voluntarily funded organization that was highly operation-oriented with a high level of donations earmarked, the Programme had developed a number of advanced financing mechanisms to cope with the time lag before the release of funds and the delivery of food to beneficiaries, as well as with the mismatch of availability of funds for capital investment. The immediate response account was the oldest mechanism, dating to 1991, that provided quick-release loans to assist in life-saving emergencies. The different financial mechanisms within the Programme's Working Capital Financing Facility had distinct purposes: the traditional advance financing aimed to meet the need for project funding, the forward purchase facility contributed towards supply chain pipeline management and the corporate services financing mechanism addressed capital financing needs.

94. WFP reported that it had achieved significant time savings as a result of implementing these financing mechanisms. For example, with traditional advance financing, approximately 50 days were saved in the distribution of commodities to beneficiaries, while with forward purchase facility, as many as 100 days could be saved. The Programme was considering taking additional steps to continue to develop and improve its advance financing, including extending the acceptable collateral for traditional advance financing and introducing new risk-mitigation measures for the forward purchase facility that should allow for increased efficiency.

95. On the programmatic side, WFP explained that it had developed two climate risk-management mechanisms. The first, an integrated drought early warning system for Ethiopia called "Livelihoods, Early Assessment and Protection", combined early warning with contingency plans and funding. It used crop and weather information to estimate future crop yields and, by region, the number of people projected to be in need of early livelihood protection. This warning system featured a $220 million contingent fund that allowed for the scale-up of the national Productive Safety Net Programme of Ethiopia and covered some 10 million people, many of whom were smallholder farmers. The second mechanism, the African Risk Capacity Agency had been started as a hunger safety net pilot with a Rockefeller Foundation grant to WFP. It was currently hosted by WFP, but the African Union was due to take over in 2015. Through the Agency, African Union members could access readily available resources where and when they needed them. Benefits had included improved risk management through risk transfer and risk pooling, early response actions and improved targeting, and direct costs reduced through planned and timely action.

96. The United Nations Children's Fund (UNICEF) shared experiences with its model for private sector resource mobilization. The Committee was informed that one third of the Fund's budget (which is 100 per cent voluntary) was raised from the private sector. Contributions from individuals and corporations were generated through the fundraising and sales activities of 36 national committees in industrialized countries (which raised $1.1 billion in contributions or 90 per cent of the private sector revenue) and 50 UNICEF country offices (which generated $116 million in contributions or 10 per cent of the private sector revenue). National committees were partners unique to the Fund. They were non-governmental organizations with independent governing bodies that advanced the UNICEF mission through fundraising, public mobilization, advocacy and child-rights education activities. In the 25 country offices where the Fund maintained a country programme, private-sector fundraising was managed as an integral part of the programme, raising funds for the country programme as well as regular resources for the global organization.

97. UNICEF indicated that its model was peculiar in that it employed an integrated approach to corporate engagement to mobilize resources for non-core supplemental programmes in specific countries and sectors and to support children's rights in the context of business operations. It also pursued advocacy and child-rights education in countries with national committees. The Fund elaborated on how its global strategy was translated into national plans.

98. UNICEF highlighted its private fundraising and partnerships investment funds, through which a portion of its regular resources were channelled into the advance financing of national committees and country offices to pursue fundraising

opportunities that would otherwise be beyond their resources. The investment funds had proven to drive growth in income, with a return on investment of around 3.9 per cent after three years.

99. The United Nations Environment Programme also submitted a document on the design of a sustainable financial system which focused on mobilizing public and private financial institutions to develop options for financial market policy and regulations that would effectively channel capital towards environmentally sustainable investments.

100. During the ensuing discussion, members of the Committee inquired about the relationship between innovative development finance and other sources, such as crowdfunding or South-South and triangular cooperation, and also asked about the possibility of securitizing United Nations system procurement. The Secretary of CEB informed the Committee that the Board would be discussing the topic of "Financing for sustainable development and innovative financing modalities" and encouraged members to brief their executive heads on the content covered in this session.

101. The Committee:

(a) Recognized, within the context of the CEB discussion on fitness for purpose, the need for the United Nations system to best deploy its normative and operational mandates through robust partnerships, including with funding partners and stakeholders;

(b) Agreed to develop its contribution to the discussion on fitness for purpose also in light of the experiences presented on innovative financial instruments and mechanisms, and with due consideration to the emerging funding and partnership models.

IX. Organizational resilience management system for the United Nations

102. The Chair opened the discussion by noting that the organizational resilience management system had been approved by the General Assembly as the emergency management framework for the Organization. He also highlighted the interest that the Assembly had expressed in expanding this management system to the specialized agencies, funds and programmes.

103. The Under-Secretary-General for Management introduced the agenda item, explaining that the Secretariat had been working on enterprise risk management and emergency management and preparedness because of the significant and diverse risks faced by the organization. He remarked that the framework of the organizational resilience management system had been developed in response to a request from the General Assembly following the earthquake in Haiti in 2010. The Under-Secretary-General indicated that the Secretariat was encouraged by the positive responses of Committee members to the questionnaire on the management system and concluded that it was timely to develop a common approach towards emergency management. To this end, he recommended that the Committee jointly develop a common organizational resilience management system policy, key

performance indicators for emergency management and a maintenance, exercise and review regime.

104. In response, UNDP expressed their support to the development of a common understanding of resilience and key performance indicators to simplify auditing. The Programme also emphasized the relevance of organizational resilience to the discussion on fitness for purpose, underlining the need for the United Nations system to demonstrate resilience and the ability to deliver under even the most extreme circumstances.

105. UNICEF voiced their appreciation for the work accomplished to date and their support to develop the organizational resilience management system policy, key performance indicators and maintenance, exercise and review regime. The Fund's experience showed that, without maintenance, exercise and review, business continuity did not work because staff must be trained and systems tested in advance of a disruption. UNICEF also recognized the need to bring emergency management under a common framework to reduce the burden on country offices to implement effective emergency preparedness and response. They indicated that they would continue to contribute to the development of this management system and, in this regard, encouraged the use of the 22301 standard of the International Organization for Standardization (ISO) for business continuity management systems. The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) expressed their support for this management system, explaining that they had developed an enterprise risk management system with assistance from WFP and WIPO. They advocated for the use of common standards, such as ISO 22301.

106. The United Nations Population Fund (UNFPA) endorsed the proposal of UNICEF and stated that they would contribute to the development of the organizational resilience management system. Noting the linkages between that system and security risk management, the Fund urged the use of common terminology. WHO also voiced their support for the management system and their intent to participate in its further development. They noted a link between the system and the first agenda item on "Reconciling duty of care for United Nations personnel while operating in high-risk environments" and urged the adoption of a common framework. The International Atomic Energy Agency echoed these sentiments, recognizing the excellent work completed to date and expressing their full support to the adoption of this management system. WFP also supported the initiative and explained that they had prepared circulars on business continuity and crisis management that aligned with the management system. WFP indicated that they were looking forward to collaborating with FAO and the International Fund for Agricultural Development to implement a joint framework among the agencies based in Rome. UNHCR also supported the proposed action, recommending the outputs be practical. Similarly, WIPO indicated their support to the development of a common approach to emergency management to forge a common dialogue. UNESCO endorsed the adoption of best practice and suggested the use of enterprise risk management as outlined in the Committee of Sponsoring Organizations of the Treadway Commission.

107. The Assistant Secretary-General for the Office of Human Resources Management detailed the human resources initiatives being undertaken by the Office, including:

(a) Mass casualty incident response training delivered through the Medical Service Division;

(b) First responders training at United Nations Headquarters, the offices away from Headquarters and regional commissions, in which UNDP, UNFPA and UNICEF participated;

(c) Preparedness and response training, in partnership with the United Nations System Staff College.

108. Finally, she indicated that General Assembly resolution 67/254 underlay the effort to collaborate around a common emergency management framework with the agencies, funds and programmes, and encouraged the sharing of best practices as widely as possible.

109. The Committee:

(a) Took note with appreciation of the update on the development of the organizational resilience management system;

(b) Decided to form an inter-agency working group to:

(i) Draft a common organizational resilience policy for the United Nations system;

(ii) Develop key performance indicators and a maintenance, exercise and review regime;

(c) Asked the United Nations Secretariat, as the lead agency, to report to the Committee at its session in October 2014.

X. Other business

A. Update on the data visualization initiative for the United Nations system

110. In March 2013, further to a presentation from Seed Scientific, a data-driven approach to decision-making was included as part of the Committee's strategic plan, with respect to open-data policies, data inventory and mapping and the development of taxonomies.

111. In October 2013, the Committee requested the CEB secretariat to report at its following session on progress made towards the establishment of a steering group and the definition of a project proposal.

112. In March 2014, 10 organizations further contributed to the project's definition and scope. The Knowledge Management Service of the United Nations Secretariat led discussions within the Information and Communication Technology Network and subsequently accepted the role of lead agency. A steering group was also established to guide the initiative, with expertise from the United Nations Development Group, UNDP, UNICEF and UNHCR.

113. The Committee now had before it a project proposal for a collective approach to data visualization for the United Nations system. The Chair explained that this project sought to improve the United Nations capacity to present system-wide

programme and management data by promoting the adoption of data collection and publication standards across the organization.

114. The project outlined an approach that started with a survey of the data landscape. Its purpose could be summarized as threefold:

(a) Data discovery: identification of potential data of interest, resulting in a data inventory;

(b) An evaluation of the organization's disclosure policies and data publishing standards or other obstacles in the way of open data;

(c) A survey of related endeavours and how they may be supported, complemented and built on in both the short and long term.

115. An analysis of the results would lead to recommended actions for the Committee.

116. In response to comments from the audience, the Secretariat of the Board confirmed that the International Aid Transparency Initiative may present for this project an opportunity to pursue and scale the adoption of this and other relevant international standards.

117. The Initiative's registry was an index of data published on international development activities, providing a searchable index of metadata, data feeds and links to datasets hosted by donor agencies, development organizations and partner countries. United Nations system entities publishing data from the Initiative included UN-Women, the United Nations Human Settlements Programme (UN-Habitat), UNICEF, UNDP, the Office for the Coordination of Humanitarian Affairs, UNFPA, WFP and the United Nations Office for Project Services. The universal adoption, neutrality and expanding scope of this standard presented the United Nations system with a potential approach for harmonizing management and programme reporting. Some Committee member organizations also sat on the board of the International Aid Transparency Initiative and therefore exerted influence on the scope and definition of standards applied to reporting in the United Nations system.

118. The Committee:

(a) Took note of the aim, scope and approach outlined in the project concept note;

(b) Requested its members to volunteer representatives in the project's steering group and that they ensure organization-wide participation in the survey, once launched.

B. Dates and venue of the twenty-eighth session

119. The Chair informed the Committee that the twenty-eighth session of the Committee would be held on 8 and 9 October 2014 at the United Nations Headquarters in New York. The High-level Committee on Programmes would also meet on 8 October and the two Committees would hold a joint session on the following day.

C. Documents for information

120. Documents submitted to the Committee for its information were noted, including CEB/2014/HLCM/9 entitled "Progress report from the Task Force of the International Public Sector Accounting Standards".

Annex I

List of participants

Chair: Francis Gurry, Director General World Intellectual Property Organization

Vice-Chair: Jan Beagle, Deputy Executive Director, Joint United Nations Programme on HIV/AIDS

Secretary: Remo Lalli, secretariat of the High-level Committee on Management

Name	*Organization*	*Title*
Yukio Takasu	United Nations	Under-Secretary-General for Management
Kevin Kennedy		Acting Head, Department of Safety and Security Chair, Inter-Agency Security Management Network
Kim Won-Soo		Assistant Secretary-General, Special Adviser to the Secretary-General on Change Implementation, Secretary of the United Nations System Chief Executives Board for Coordination
Anthony Banbury		Assistant Secretary-General for Field Support
Catherine Pollard		Assistant Secretary-General for Human Resources Management Co-Chair, Human Resources Network
Antigoni Axenidou		Director, General Legal Division
Patrick Carey		Director of Office, Office of the Chef de Cabinet, Executive Office of the Secretary-General
Jilann Farmer		Director, Medical Service Division Chair, Medical Directors Working Group
Anne Marie Pinou		Chief, Policy, Planning and Coordination Unit, Department of Safety and Security Secretary, Inter-Agency Security Management Network
Shari Spiegel		Chief, Policy Analysis and Development Branch, Department of Economic and Social Affairs
Brian Gray		Chief, Business Continuity Management Unit

Name	*Organization*	*Title*
Denis Aitken	Food and Agriculture Organization of the United Nations	Assistant Director General a.i., Corporate Services, Human Resources and Finance Department
Janice Dunn Lee	International Atomic Energy Agency	Deputy Director General and Head of the Department of Management
Lakshmi Menon	International Fund for Agricultural Development	Associate Vice-President, Corporate Services Department
Gregory Vines	International Labour Organization	Deputy Director General
Sung-Jin Kim	International Maritime Organization	Deputy Director, Head, Management Accounting Service
Frank Harnischfeger	International Monetary Fund	Director, Technology and General Services Department
Anders Norsker	International Telecommunication Union	Chief, Information Services Department Representative, Information, Communication and Technology Network
Dietmar Plesse		Head, Procurement Division Chair, Procurement Network
Eva K. Murray	International Trade Centre	Director, Division of Programme Support
Thomas Alexander Aleinikoff	Office of the United Nations High Commissioner for Refugees	Deputy High Commissioner for Refugees
Karen Farkas		Director, Division of Human Resources Management
Martin Mogwanja	United Nations Children's Fund	Deputy Executive Director
Lori Issa		Coherence Specialist
Vitali Rousak	United Nations Conference on Trade and Development	Office-in-Charge, Resources Management Service, Chief, Budget and Project Finance Section
Jens Wandel	United Nations Development Programme	Assistant Administrator and Director, Bureau of Management
Michael Liley		Director, Office of Human Resources Co-Chair, Human Resources Network
Getachew Engida	United Nations Educational, Scientific and Cultural Organization	Deputy Director General

Name	*Organization*	*Title*
Christophe Bouvier	United Nations Environment Programme	Director, Office for Operations and Corporate Services
Jane Nyakairu	UN-Habitat	Head, Division of Management
Akmel P. Akpa	United Nations Industrial Development Organization	Officer-in-Charge, Programme Support and General Management Division
Vitaly Vanshelboim	United Nations Office for Project Services	Deputy Executive Director
Dennis Thatchaichawalit	United Nations Office at Vienna/United Nations Office on Drugs and Crime	Director, Division for Management
Subhash K. Gupta	United Nations Population Fund	Director, Division for Management Services
Daniel Mora-Brito		Special Assistant, Division for Management Services
Laura Londen	United Nations Relief and Works Agency for Palestine Refugees in the Near East	Director of Human Resources
Neil Ashcroft		Chief, Procurement and Logistics Division
Jafar Javan	United Nations System Staff College	Director
Pascal Clivaz	Universal Postal Union	Deputy Director General
Giovanie Biha	UN-Women	Director, Division of Management and Administration
Jeffrey William Culver	World Bank	Division Manager, Corporate Security
Manoj Juneja	World Food Programme	Assistant Executive Director, Resource Management and Accountability
Robert Opp		Director, Business Innovation and Support Office
Hans Troedsen	World Health Organization	Assistant Director General, General Management
Hanne Raatikainen		Management Officer
Ambi Sundaram	World Intellectual Property Organization	Assistant Director General, Administration and Management Sector
Cornelia Moussa		Director, Human Resources Management Department
Chitra Narayanaswamy		Director, Programme Planning and Finance Department

Name	*Organization*	*Title*
Angiolo Rolli	World Meteorological Organization	Director, Resource Management Department
José G. Blanch	World Tourism Organization	Director, Administration Division
Other representatives		
Thierry Dubourg	Comprehensive Nuclear-Test-Ban Treaty Organization	Director, Division of Administration
Paulina Analena	Coordinating Committee for International Staff Unions and Associations of the United Nations System	President
Diab El Tabari	Federation of International Civil Servants' Associations	President
Brett Fitzgerald		General Secretary
Lelio Marmora	Global Fund to Fight AIDS, Tuberculosis and Malaria	Head, Africa and Middle East Department
Wolfgang Stoeckl	International Civil Service Commission	Vice-Chair
Ivan Alippi	International Criminal Court	Director, Common Administrative Services Division
Laura Thompson	International Organization for Migration	Deputy Director General
Gerald C. Anderson	Pan American Health Organization	Director of Administration
Simona Petrova	Secretariat of the United Nations System Chief Executives Board for Coordination	Director
Michael Rosetz		Advisor on Human Resources Management
Ronny Lindstrom		Senior Business Practices Advisor
Cheryl Stafford		Programme Officer, High-level Committee on Programmes
Dimitri Samaras	United Nations International Civil Servants Federation	President
Stephan Flaetgen		

Annex II

List of documents

Agenda item and document title		*Document symbol*
	Revised provisional agenda	CEB/2014/HLCM/1/Rev.2
	Revised provisional programme of work	CEB/2014/HLCM/1/Add.1
Agenda item 1		
	Briefing note — Department of Safety and Security — Reconciling duty of care for staff with the United Nations operating environment	CEB/2014/HLCM/2
Agenda item 2		
	Excerpts from draft resolution — Operational activities segment — Progress in the implementation of the quadrennial comprehensive policy review	E/2014/L.3 (as of 18 March 2014)
	Report of the Secretary-General on the implementation of General Assembly resolution 67/226 on "Quadrennial comprehensive policy review of operational activities for development of the United Nations system"	Unedited version, 5 February 2014
Agenda item 3		
	Draft — Joint High-level Committee on Programmes/United Nations Development Group/High-level Committee on Management chapeau to the post-2015 fitness-for-purpose strategy of the United Nations System Chief Executives Board for Coordination	CEB/2014/HLCM/CRP.1
	Background note on the contribution of the High-level Committee on Management to the post-2015 fitness-for-purpose strategy of the United Nations System Chief Executives Board for Coordination	CEB/2014/HLCM/7
Agenda item 4		
	Statement by the United Nations System Chief Executives Board for Coordination on the review by the International Civil Service Commission of the United Nations compensation package	CEB/2013/2/Annex 2
	General Assembly resolution on the United Nations common system	A/RES/68/253

Agenda item and document title		*Document symbol*
	Note by the Human Resources Network on progress in the review of the United Nations compensation package	CEB/2014/HLCM/4
	Briefing note on the conclusions of the seventy-eighth session of the International Civil Service Commission, New York, 17-28 March 2014	CEB/2014/HLCM/5
Agenda item 5		
	Briefing note — Experiences in the establishment in Kuala Lumpur of a global service centre of the World Health Organization	CEB/2014/HLCM/3A
	Briefing note — Experiences of the Office of the United Nations High Commissioner for Refugees in establishing global service centres in Budapest and Amman	CEB/2014/HLCM/3B
	Briefing note — Department of Field Support — The United Nations Field Support Service Delivery Model	CEB/2014/HLCM/3C
Agenda item 6		
	Presentations by keynote speakers	not applicable
	Information notes by keynote speakers:	CEB/2014/HLCM/INF.1
	• Department of Economic and Social Affairs — Stocktaking of innovative international sources of financing	
	• Global Fund to Fight AIDS, Tuberculosis and Malaria — The new funding model	CEB/2014/HLCM/INF.2
	• United Nations Children's Fund — The private sector resource mobilization model	CEB/2014/HLCM/INF.3
	• World Food Programme — Experiences with advance financing facilities	CEB/2014/HLCM/INF.4
	• World Health Organization — The financing dialogue	CEB/2014/HLCM/INF.5
	Information note by the United Nations Environment Programme: Inquiry into the design of a sustainable financial system	CEB/2014/HLCM/INF.6

Agenda item and document title	*Document symbol*
Agenda item 7	
Briefing note by the United Nations Secretariat on the organizational resilience management system	CEB/2014/HLCM/6
Organizational resilience management system: Emergency management framework	A/RES/67/254 — Excerpts
Report of the Secretary-General on progress in the implementation of the organizational resilience management system	A/68/715
Agenda item 8.B	
Study by the High-level Committee on Management on data visualization — Project concept note	CEB/2014/HLCM/8
Agenda item 8.C	
Progress report from the Task Force of the International Public Sector Accounting Standards	CEB/2014/HLCM/9

Annex III

Statement by the President of the Coordinating Committee for International Staff Unions and Associations of the United Nations System

On behalf of the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA) and its 17 member organizations, representing more than 60,000 staff members, I thank the High-level Committee on Management for inviting us once again to express staff views on the issues on your agenda for this session. My colleagues and I welcome the opportunity to express the following comments during the dialogue on critical points that affect every United Nations staff member, and we express our deep appreciation for your continued work towards a full exchange of views as these issues are discussed.

The topics on this session's agenda are very important to staff. Our input on these issues is important also to the organizations for which we work, in order to make the best use of their primary resource — their staff — to ensure efficiency and effectiveness in achieving strategic goals. Consolidated below, for ease of attachment to the Committee's report, is a summary of our comments on the agenda items before the Committee.

Reconciling duty of care for United Nations personnel while operating in high-risk environments

Staff security and safety must be at the top of all of our agendas. Indeed, as noted in the papers for this session, concerns continue to rise as unsettled global situations become more frequent. CCISUA represents a growing number of field-based staff, and concerns about their security and safety have increased as United Nations working environments become more and more challenging. CCISUA remains committed to working with the Inter-Agency Security Management Network to find swift and full responses to security challenges.

It is not sufficient simply to note that organizations should look at "the boundaries of acceptable risk" and the most effective governance structure and decision-making processes, in order to make decisions about acceptable risk and the most appropriate tools to support those decisions. For CCISUA, risk to staff can never be defined as "acceptable". Where there is the chance of risk, especially in field locations, all preventive measures must be taken to keep staff out of harm's way and to provide support where staff have unexpectedly been exposed to risks. All staff must be made aware of steps to follow in emergency situations, but it is not their responsibility to decide when and where those conditions exist; that is the responsibility of their organizations.

CCISUA reiterates its position expressed at previous Committee sessions, namely that, if essential operations in insecure situations cannot be conducted by utilizing United Nations security staff, the military from contributing Member States or national security forces, then United Nations staff should not be deployed in those areas. We also reiterate our belief that the use of private security contractors carries a higher risk to United Nations staff, opening them to the possibility of public anger or retaliatory violence through no fault or action of their own. We trust

that every proposal that concerns staff security will be carefully scrutinized for all possible negative impacts on staff.

We are dismayed with the many references to costs in the background documents, as there is no price that can be put on the lives of staff. There is no room for compromise: if expenditures to protect staff are necessary, then those expenditures are not negotiable. If armoured vehicles are expensive, but necessary, or if more security analysts are needed, then those are imperative and basic expenditures. If United Nations programme delivery is considered critical, we believe that alternatives must be found to putting staff at risk or leaving decisions about whether or not to intervene to staff themselves who may be concerned about their own uncertain contractual situations and whether they are putting their careers at risk. We recognize the financial constraints under which the United Nations entities operate, but we do not believe that safety and security are areas where cost-cutting will serve us well. We seek assurance that all steps have been taken to address the CCISUA primary concern for safeguarding staff.

We take this opportunity to highlight once again that all United Nations staff, regardless of contractual status, grade, level or place of recruitment, must be protected by the organization. We also wish to stress that security risk assessments should be mandatory for every location where United Nations staff work.

Review by the International Civil Service Commission of the United Nations compensation package

The United Nations compensation package is a first priority for staff as well as management. While we recognize that there are unsettled global financial situations that have brought this issue to the table, we are pleased that the expressed view on the issue is long-term and aimed at transparency. We remain convinced that it is in the interest of the United Nations and its entities, as well as in the interest of the Member States, to ensure support for a global workforce that is motivated and properly compensated for the very challenging work of the United Nations undertaken in increasingly difficult environments that often include an element of personal physical risk in order to carry out mandates provided to the United Nations by Member States.

We again take this opportunity to stress that the founding principles of the United Nations call for a compensation system that will allow for a wide geographical representation of staff and a fair compensation system for those considered as "non-staff". We urge caution when comparing the United Nations compensation system to external compensation systems, keeping in mind the need to ensure that the United Nations system can attract all nationalities to the workforce in order to adhere to its principles. A key driver in the achievement of programme goals by the United Nations is the appropriate use of its staff, along with recognition of their dignity and professionalism. In the United Nations, these are closely linked with personal and family matters and with recognition of the United Nations knowledge-based approach to addressing issues.

We welcome the emphasis placed by the International Civil Service Commission on involving all parties in the consultations, including staff representatives, and we look forward to continuing our participation in this work over the coming months and years. However, during the past months, we have been dismayed by the fact that, despite commitments that staff representatives would be

involved in the design of staff questionnaires and analysis of responses, the global staff questionnaire was undertaken without full consultation with us. We do not consider that the global staff survey was well designed, and we do not consider the results to be representative of staff opinions and concerns. Despite our objections, the global staff survey was carried out, with just over 14,000 staff responding. Representing a response rate of 14 per cent, we consider this number far too low to draw conclusions about such critically important topics, and we object to using the results to make decisions that will deeply affect all United Nations staff and in turn impact on their organizations. Further analysis of the current survey replies would only compound the errors and distortions. This process needs to be re-examined and corrected not to promulgate its errors.

We need more time for a review of the common system compensation package. It concerns not only the emoluments for United Nations staff members, but also touches on the very principles of the United Nations system.

Regarding "pay for performance", some experts say that merit-based pay systems do not improve performance but have in fact the opposite effect. In addition, we know that past experiments with broad banding and pay-for-performance were rife with problems and were not continued by the pilot organizations. We also do not see large gains for organizations in changing the proportion of staff and management payments for medical coverage. This would bring relatively little financial gain to organizations, while impacting negatively on individuals who spend their lives dedicated to helping organizations achieve global programme objectives.

This meeting is an opportunity to recall, as well, that CCISUA continues to advocate the extension of the mandatory age of separation to the age of 65 as a choice for existing staff. As we noted on numerous past occasions, there are several factors that call for this:

(a) Worldwide trends to increase retirement age, given increasing longevity;

(b) The differential between the years worked at the United Nations and the retirement years;

(c) The added potential positive impact on the financial situation of the United Nations Joint Staff Pension Fund; and

(d) Recognition that this keeps pace with international and government trends to increase or eliminate retirement age.

CCISUA remains committed to working with the bodies of the United Nations system, including the United Nations System Chief Executives Board for Coordination, the High-level Committee on Management and the International Civil Service Commission, in order to find solutions to many challenges. Including staff representatives in all related discussions would lead to a well-rounded understanding of staff concerns and needs, as well as full engagement in proposing viable solutions.

Outcome of the operational activities segment of the Economic and Social Council

CCISUA welcomes efforts to identify efficiencies in "delivering as one". We were surprised, however, to see that there were no resource implications noted in the summary sheet for this item.

While we see operational activities as an area where cost savings can be achieved, we note at the same time that it is staff who provide the key to United Nations programme delivery. Investing in their training, and providing support to them, rather than regarding them as an expense, will support achievement of desired programme results. We hope that efforts will be focused on technical issues rather than on savings from eroding working conditions of staff.

We request that careful studies accompany any changes in related management issues, and that staff be kept appraised of any actions that may impact on the structure of the organizations and on individual careers. Harmonized cost recovery rates should not imply that there will be cutbacks on staff salaries and benefits. Expertise and leadership by the United Nations human resources will be critical in issues including transition from crisis to recovery, gender equality, improving the programming process or simplifying and harmonizing business processes. Both international and local staff will be the main element in delivering programmes and in leading change.

While monitoring and reporting will be important in the post-2015 agenda, again the required human resources will need support from organizations. We wonder whether plans are in place for a baseline study to ensure that monitoring leads to results.

Delivering as one implies that staff can have easy access to career opportunities in other United Nations entities. CCISUA suggests that this is an opportunity for the United Nations system to improve the ease with which staff can move between agencies and retain their promotions, and receive recognition for improved skills and experience. Staff also may be interested in training that will enable them to carry out new duties and contribute to the organizations' efforts to foster efficiency and achieve efficiencies.

In summary, CCISUA asks that the human and staff element be given sufficient weight in considerations about how to achieve programme efficiencies and that the staff's irreplaceable contribution to United Nations achievements be recognized during all discussions on the quadrennial comprehensive policy review.

Innovative financial instruments and mechanisms for international organizations

CCISUA warmly welcomes this agenda item and, in fact, would prefer to see much more focus on finding ways to increase resources, rather than on reducing costs for a system that is largely reliant on expending funds for human expertise and leadership to address global problems. Discussions about reducing costs thus inevitably lead to discussions about removing support to dedicated staff who deliver programmes and finding the best way to use limited resources — a counterproductive response to financially challenging situations.

Organizational resilience management system for the United Nations

CCISUA welcomes the intention to ensure support to staff and survivors of malicious acts, and the proposal that the Committee establish a formal process to draft a common organizational resilience policy for the United Nations system, developing key performance indicators and a maintenance, exercise and review regime. This exercise should be accomplished in close cooperation with the Inter-Agency Security Management Network.

We reiterate that all United Nations staff, regardless of contractual status, grade, level or place of recruitment, must be protected by the organization, and CCISUA again stresses that security risk assessments should be mandatory for every location where United Nations staff work.

Furthermore, performance indicators and monitoring must be accompanied by an accountability framework, with prescribed follow-up steps and accompanying resources.

Update on the data visualization initiative for the United Nations system

CCISUA notes that a questionnaire is being designed for an analysis of data for the United Nations system. We request that staff representatives be invited to participate in the design and analysis of the questionnaire to ensure incorporation of issues relevant to staff. We also request that any potential impacts on staff composition, training and responsibilities be communicated clearly and at an early point to staff representatives, in order to allow for discussion and the transparent resolution of issues.

Contribution of the High-level Committee on Management to the post-2015 fitness-for-purpose strategy of the United Nations System Chief Executives Board for Coordination

Although we will not have the opportunity to discuss this item with you at the Committee meeting, CCISUA has read with interest the background documents. We note the absence of references to staff and their role as leaders and facilitators in the move to greater national ownership and cooperation. We request that the Committee include this critical aspect of the United Nations role in the paper for CEB, so that the United Nations major resource — its staff — is granted appropriate recognition and consideration. Otherwise, no United Nations programme or strategy can achieve its expected objectives. Without its staff, the United Nations cannot be "fit for purpose".

Information-sharing session on global service centres

As for the previous item, we will not be with you to discuss this item, but we would like to share a few comments. CCISUA welcomes innovations that lead to efficiencies, particularly with respect to security and safety of staff. However, we caution that improvement of human resources management in the field, if shared, must be based on a system that is clear and equitable for all staff, which is not currently the case. We suggest that pilots be carried out and that the experiences of agencies with delegation of authority to the field be shared and examined before it is assumed that decentralization of basic services will necessarily lead to improved conditions for staff and to programme efficiencies.

Conclusion

Again, CCISUA thanks you for the opportunity to address this distinguished group and to engage in a discussion on some of the agenda items. We reiterate our commitment to work with the various organs of CEB and to find viable solutions during these challenging times, to benefit both staff and the organizations they serve.

Annex IV

Statement by the Federation of International Civil Servants' Associations

Mr. Chair, members and colleagues of the High-level Committee on Management,

Having been informed by the Secretary of the High-level Committee on Management that, in accordance with the decision taken last year, the dialogue between the Committee and the staff federations would take place through interventions on the substantive items, the Federation of International Civil Servants' Associations (FICSA) would like to note, with appreciation, this new form of consultation.

FICSA looks forward to sharing its views with the Committee during today's discussions on items which are of utmost importance to staff.

Members of the Committee are no doubt aware that one of the major challenges for both the organizations and staff is the current review of the compensation package, an exercise led by the International Civil Service Commission. Representatives of FICSA are fully engaged in the three ICSC working groups created for this purpose, and have noted through the discussions in these groups the interconnection among and relevancy of the many elements that comprise the compensation package of the United Nations system. Endeavours to delink any of the elements could have serious ramifications on this system which was constructed in the way a house is built, one building block upon another. The removal of one block can create instability in the entire structure of the house.

FICSA is fully aware that certain actions could also have repercussions on staff morale and motivation that would be counter-productive for the organizations' objectives of enhancing efficiency.

We were pleased to hear, during the latest session of ICSC, participants stress the importance of maintaining the independence of the international civil service.

Within the context of the ICSC review of the compensation package, the issue of staff mobility remains under discussion. FICSA understands the need for global organizations to be able to deploy staff where needed, and we ask the cost the organizations would be prepared to pay in order to fully achieve this objective, bearing in mind that mobility also frequently implies family members of the affected staff. In this respect, we would request that this issue be treated within the wider framework of best practices and labour standards.

Some of the other matters which were already raised by FICSA last year at the Committee and which continue to preoccupy staff are:

(a) The lack of a career development plan which would provide equal opportunities to staff while taking into account the need for diversity and gender balance;

(b) The frequently repeated call to do more with less;

(c) The increasing use of non-staff contracts; and

(d) The lack of succession planning.

In reviewing the briefing note relative to the establishment of the WHO global service centre, we noted that 14 per cent of the 201 staff are national professional officers. This raises a concern about the required independence of the international civil service.

FICSA welcomes the briefing note provided by the Department of Safety and Security which clearly describes the challenges confronting United Nations staff who are working in conflict zones. As United Nations security systems have been reoriented from a risk-avoidance to a risk-management approach designed to enable the continued delivery of vital United Nations programmes, and with operations being guided by the "how to stay" approach, United Nations staff working in these zones are being subjected to increased attacks. Crisis situations, which used to be isolated events, are now becoming more frequent global attacks which sometimes occur simultaneously. The loss of life or limb of these United Nations staff is a very real possibility. As long as the "how to stay" approach remains in place, FICSA fully endorses the position of the Department of Safety and Security which calls for improved policies, operational tools, administrative procedures and sufficient funding mechanisms, all of which would allow for the United Nations to meet its duty of care for its staff.

FICSA is also deeply concerned about the use of private security services and the outsourcing of numerous activities in an apparent effort to achieve financial savings. Short-term savings should not take priority over professional and well-trained security staff.

We thank you for providing FICSA with this opportunity to address the Committee about some of the concerns raised by the staff we represent, and we look forward to continued dialogue not only with the Committee but also with ICSC, the Human Resources Network and the United Nations Join Staff Pension Board.

Annex V

Briefing of the High-level Committee on Management by the Department of Economic and Social Affairs on the operational activities segment of the Economic and Social Council

(February 2014)

With General Assembly resolution 68/1, Member States have recently strengthened the capacity of the Economic and Social Council to provide a global review, monitoring and accountability in the post-2015 era.

The strengthening process of the Council has given it a leadership role in providing policy guidance, tracking progress and ensuring the accountability of the specific work of the United Nations development system, including the functional and regional commissions of the Council and the United Nations funds, programmes and specialized agencies. The same resolution changed the Council's cycle, moving the operational activities segment to the front end of the year, specifically to enable this leadership role of the Council.

Key instruments will be its operational activities segment and the new monitoring framework on the implementation of the quadrennial comprehensive policy review, which will also facilitate the Council's bringing together of the normative and analytical work of the United Nations system with the operational guidance of the funds, programmes and specialized agencies.

Brief description

The operational activities segment of the Council and the report of the Secretary-General on the quadrennial comprehensive policy review were contextualized in a longer-term view, in relation to forthcoming changes in development cooperation — universal goals, the changing profile of poverty, increasing inequalities, a shared agenda on global goods, funding and partnerships — with a view to preparing the grounds for the likely changes in the coming.

To reflect the Council's new role, the operational activities segment was therefore built around the following key elements:

(a) The high-level dialogue opening would set the stage with panellists from outside the United Nations system presenting their perspective on what the changing development landscape would likely mean for the United Nations system;

(b) The annual dialogue with the executive heads of the funds and programmes would address how we sustain the development gains of the millennium development goals as we plan to become fitter for purpose;

(c) As we now move from "planning as one" to actually "delivering as one", the policy discussion on key quadrennial comprehensive policy review areas between field and headquarter colleagues would illustrate hard-won achievements and best practices, and remaining challenges;

(d) The panel on transition from relief to development would focus on coordination, in-house and with other actors, national ownership of coordination mechanisms and the role of the United Nations resident coordinator and humanitarian coordinator;

(e) Finally, the dialogue with specialized agencies would enable a sharing of their experiences with current and evolving business models. Given their existing universal coverage, these perspectives will have much value added as the whole United Nations development system moves towards a unified and universal agenda.

Objectives and key messages

The operational activities segment had four objectives, all of which were fully met. These were:

(a) Presentation of the quadrennial comprehensive policy review report;

(b) Bringing field perspectives on coherence and effectiveness in reference to delivering as one and the transition countries;

(c) Repositioning of the Council's operational activities segment, with strengthened substance and visibility;

(d) Engaging with the specialized agencies.

The feedback on the operational activities segment from across the spectrum of Member States and United Nations entities was that it was highly successful.

The segment showed significant common ground in terms of defining the challenges and opportunities ahead to become fitter for purpose. Several Member States subsequently pointed out that this was a very good beginning for a dialogue to be pursued in the months ahead in different forums.

In the interest of time, I will skip some important but familiar messages (reversal of the decline in official development assistance, domestic resource mobilization, national ownership and capacity development, addressing inequalities, etc.) and focus instead on a set of five key highlights.

First, the dramatic changes in the development landscape over the past decade and a half clearly require all of us to be fitter for purpose — not just the United Nations system, but also Governments of donor and programme countries and governance bodies.

A second highlight is that a unified and universal post-2015 agenda will entail a rethinking of business models and of governance arrangements that would better align vertical and horizontal accountability.

A third highlight concerns the standard operating procedures for countries piloting the delivering-as-one approach:

(a) They are a flexible and effective approach to enhance coherence and effectiveness;

(b) Their value added rest in a set of basic core elements and in their potential for flexibility and innovation;

(c) An effective resident coordinator firewall can facilitate the participation of the specialized agencies, which, at their end, need to further empower and decentralize authority to country representatives;

(d) An increasing number of specialized agencies which are invited, and not requested, to implement the quadrennial comprehensive policy review, are actually beginning to do so (for instance FAO, the International Labour Organization, UNESCO or WHO).

Fourth, in countries undergoing transition:

(a) We should speak of relief "and" development, and not "to" development, to be pursued simultaneously, and not consecutively;

(b) A response is needed that does not approach issues by sectors or categories;

(c) In other words, a response that focuses on integration and not aggregation;

(d) The issue is not more funding, but more flexible funding;

(e) Key to success are building national capacity for credible public financial management frameworks and coherence of donor behaviour.

The last highlight concerns multi-stakeholder partnerships, including issue-based alliances:

(a) They can be an effective modality in mobilizing resources as long as there is clarity about the role of different partners and the partnership is guided by the principles and mandates of United Nations agencies;

(b) In view of the increasing influence of non-State stakeholders, particularly the private sector, mechanisms are required to prevent undue influence of vested interests, so that national policy space, norms, standards and quality assurance can be adequately safeguarded;

(c) For the United Nations to deliver as one, policy coherence within Governments and across governing bodies of United Nations agencies is critical.